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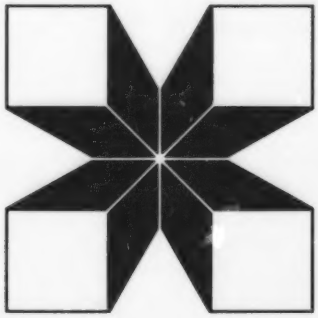

CANADA

DEVELOPMENT MARKET RESEARCH:

REPORT ON A WORKSHOP HELD AT GOA, INDIA, APRIL 1990

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This series includes meeting documents, internal reports, and preliminary technical documents that may later form the basis of a formal publication. A Manuscript Report is given a small distribution to a highly specialized audience.

La présente série est réservée aux documents issus de colloques, aux rapports internes et aux documents techniques susceptibles d'être publiés plus tard dans une série de publications plus soignées. D'un tirage restreint, le rapport manuscrit est destiné à un public très spécialisé.

Esta serie incluye ponencias de reuniones, informes internos y documentos técnicos que pueden posteriormente conformar la base de una publicación formal. El informe recibe distribución limitada entre una audiencia altamente especializada.

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Development Market Research:

Report on a workshop held at
Goa, India, April 1990

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FOREWORD

The interest of the International Development Research Centre (IDRC) in market research stems from the realization that development projects are frequently designed and implemented without adequate knowledge of the needs and wants of intended beneficiaries. This omission reduces the likelihood of effective delivery of required services to the poor and needy at community level. For some time, IDRC has been examining the application of techniques, normally used to provide market information for the commercial sector, in a social development setting. In 1986, IDRC conducted a workshop in Singapore which reviewed experiences in employing market research in the food processing and post-harvest areas in developing countries. As a result of this workshop it was recommended that further efforts be made to develop clear guidelines for adapting market research techniques to conditions in developing countries. Thus, in 1990, a second workshop was held in India to address the role of market research in the broader fields of agriculture, health, nutrition and community development and to propose techniques suitable for a wide range of cultural surroundings. The workshop was attended by specialists in market research, marketing and anthropology from South Asia and other regions and was conducted in a creative, participatory way with the assistance of a trained facilitator. This short report is a summary of the outcome of the workshop. While much remains to be done, the report should be of benefit to policymakers and researchers involved in development work at national and international levels. We hope that it will serve to increase awareness of the usefulness of market research techniques in development programs, provide guidance on some approaches and stimulate innovative thinking and experimentation.

Richard H. Young
Coordinator
Nutrition Unit
IDRC

Edward J. Weber
Associate Director
Post-Production Systems Program
IDRC

INTRODUCTION

This report describes the proceedings of the workshop organized by the International Development Research Centre (IDRC) in Goa, India, in April, 1990. Participants from India, Sri Lanka, Nepal, Thailand, the United Kingdom, Canada, Singapore and Hong Kong attended, combining expertise in market research strategies and development project management.

At the outset of the meetings, the delegates unanimously stressed their commitment to ensuring follow-up actions along the lines to be decided in the course of succeeding discussions. It appeared that most of them had attended many such workshops and had found that these usually produce laudable recommendations which are then never pursued.

The operating assumption of the workshop was the significant utility which market research techniques would have in development projects. The IDRC has previously sponsored similar workshops in an effort to encourage the use of emerging and established concepts of market research in development programming.

Over the past decade, the reliance on traditional quantitative research methods in project development has been challenged and a growing belief in the need for adaptation of qualitative approaches has emerged. For example, the benefits of a socio-anthropological approach are demonstrated by the successes of rapid rural appraisal techniques and other community-based approaches. Its multidisciplinary systems-oriented approach considers problems in their totality and provides in-depth knowledge of local customs and beliefs, social organization, and economic conditions and resources. Nevertheless, such anthropological techniques can have a relatively narrow focus in comparison with that required for many development projects.

Market research was considered a viable alternative rapid appraisal method. It has long established cost-effective study techniques derived from several social sciences such as anthropology and psychology, which have been adapted to meet the needs of rapid appraisals. Moreover, unlike most academic research, which usually reflects the researcher's interests, market research is conducted by a specialized agency at the request of a commissioning organization. It therefore has not only clearly defined objectives but also a high potential for influencing policy decisions.

The first challenge for the workshop was therefore to develop a conceptual framework which translates market research techniques into forms acceptable for integration into the development process.

A second objective of the workshop was to create guidelines for the use of the development market research strategies to be implemented in diverse cultural environments.

A third task for delegates was to develop strategies to increase the effectiveness of co-operation between market research agencies and development agencies. In addition, delegates considered issues relating to:

1. a research agenda and training needs for the future, and

2. the dissemination of the conference conclusions and related matters of communications.

This report describes the results of the deliberations in respect of the above objectives and issues. Two preliminary comments are appropriate.

Firstly, it was recognized throughout all phases of the conference that the methodologies designed for, essentially, a single factor environment (i.e. profit motivated industry) require careful adaptation to the multiple purposes associated with the design and implementation of development projects.

Secondly, delegates recognized that, given the somewhat embryonic nature of their work, the totality of objectives was clearly ambitious. Yet, delegates preferred to attempt addressing all aspects of these issues even if there was to be some unevenness in the extent of analysis.

CONCEPTUAL FRAMEWORK FOR INTEGRATING DEVELOPMENT MARKET RESEARCH INTO THE DEVELOPMENT PROCESS

Definition

The participants agreed to focus on translating the use of market research concepts solely within the context of development projects and programs.

To facilitate the adaptation of market research to the functions of development programming, the participants generated the intermediate concept of development market research (DMR) with the following working definition:

> Development market research is a cost effective methodology that provides relevant information and analysis about people's needs, demands and receptivity for developmental services/products.

Comparison of Market Research and Development Market Research

To access the necessary comparative elements, consistent with the conference definition of DMR, delegates examined three research techniques currently used in marketing and in development programs: rapid rural appraisal, qualitative market research and participatory research.

Rapid Rural Appraisal (RRA)

Rapid rural appraisal (RRA) was originated by a group of agriculturalists, economists and anthropologists who felt the need for more rapid information to guide development projects. Khon Kaen University in Thailand pioneered the adoption of RRA in 1983 and served as the venue for an international conference in 1985.

The key characteristics for this emerging methodology for rural development were described as follows:

RRA is an iterative, holistic and eclectic appraisal format that works best in the interdisciplinary environment.

It concentrates almost exclusively on qualitative research and uses several methodologies, ranging from traditional physical sciences to interdisciplinary approaches from the social sciences. It is people-oriented and is an active learning process based upon information

exchange, needs training, principle learning, and the cultural environment. The process is based upon multiple linkages and requires exhaustive research of secondary sources of information to develop an understanding prior to the execution of community work. Several institutions, such as the Institute of Development Studies, University of Sussex, U.K., the International Institute of Environmental Development, London, U.K., and Khon Kaen University, constitute centres of expertise in RRA.

The limitations of RRA include its requirement for thorough preparation which is sometimes outside the scope of the project. Moreover, its interdisciplinary nature can tax resources and make it difficult to conduct useful field work. Finally, there is a risk that it will become researcher-oriented or dominated.

RRA is a complementary methodology to be used in combination with others. Basically, it is a micro exercise on which further experience needs to be acquired. However, any of the principles of RRA can be applied to project research needs.

There are major outstanding issues relating to the duration of RRA (how rapid?), its coverage and replicative ability and the existence of similar, well-established techniques that could, and perhaps, should be adapted to RRA. The strength of RRA is its community-oriented approach which integrates and considers problems in their totality.

Qualitative Market Research

Qualitative market research (MR) uses projective techniques to elicit information on latent, deep-seated motives and attitudes. It is particularly useful during sensitive discussions on topics that are not easy to communicate.

The following chart illustrates some zones of MR enquiry which need qualitative research.

Aware	Public	Direct measures: survey
	Private	
Unaware	Unconscious	More difficult; needs qualitative research
	Repressed	

The methods of qualitative MR include:

1. Group discussions - focus groups

    a) extended creativity groups (ECG) were developed because market researchers cannot invest the time normally required for anthropological studies.

    b) mini groups - for sensitive issues, small groups (2-4) are preferred.

    c) creativity groups

2. Depth interviews

3. Synectics

4. Observation

5. Gossip Sessions

Depth interviews are usually aimed at pairs and families to generate better dynamics and sharing of views.

These techniques are very useful and could be applied in DMR. They include:

a) story completion

b) interaction scenarios

c) role playing

d) psycho drama

e) photo sorting

f) analogies and metaphors

Synectics involves brainstorming with creative consumers. It may be difficult to apply this technique to target groups in development, but it can certainly be used with planners.

Gossip sessions work with small groups in an informal setting, and encourage frank

discussion of problems.

All of these methods are based on projective techniques which are borrowed from clinical and social psychology and anthropology.

Participatory Research

In general, development projects to date have been top-down in approach and designed by experts. They have lacked involvement of the intended beneficiaries. Participatory research is required to generate client-led development. There are many examples of project failure arising from the lack of attention to this concept. On the other hand, the realization of peoples' power is evident from the recent changes in eastern European countries.

Participatory development, however, is an illusive concept fundamentally dependent on the accurate identification of the wants of the clients of development projects. These concepts can be pursued with local participation in the research agenda, i.e. data collection, data processing, data analysis, project monitoring and evaluation and reporting. When focussed on the poorest people, certain difficulties in applying participatory research are encountered. These difficulties include high illiteracy, inability to articulate felt needs (particularly women), presence of local patrons ("Big Men") who become key informants, and the tendency for development programs to cater to the better off and local patrons.

Discussion

RRA, MR, DMR and other similar approaches all aim at introducing effective upward channels of communication between grassroots-level societies and decision-makers. However, each of these micro-focussed approaches uses different methods and techniques. Sometimes there is great similarity, whereas in other contexts, methodological differences are considerable.

Some success has been found in using participatory research in developing countries. A number of examples from India were provided to delegates. The workshop questioned whether participatory research, MR, RRA and other methodologies are in fact employing similar techniques. In essence, MR should not be regarded as a discipline, but rather as a set of tools derived from behavioral sciences. Development problems are multidisciplinary and require a combination of skills for their resolution. A key factor to consider is the time taken for DMR. Results must be utilized without delay for effective interventions. In general, the research should emphasize comprehensive approaches but does not conveniently fall within the domain of any specific discipline. There were suggestions made by some of the participants that the label DMR should be reassessed

to reflect the complete set of tools available.

A necessary task in producing the conceptual framework was to provide a description of DMR in terms comparative with existing MR. Table 1 outlines the broad spectrum of the comparative characteristics of DMR and MR methodologies by emphasizing issues of problem formulation, specialist dependence, data collection and analysis/interpretation. Delegates stressed that the utility of any research method will be affected by the fact that the consequences and impact of development programming are rather long-term and that corrective action can be difficult.

TABLE I
COMPARING MARKET RESEARCH AND DEVELOPMENT MARKET RESEARCH

	MARKET RESEARCH	DEVELOPMENT MARKET RESEARCH
PROBLEM FORMULATION	Lists the dimensions of issues / actions	Systemic relationships centred on issues that are to be investigated
	Direct linkages	Indirect linkages Availability of secondary socio/economic/cultural data is high
SPECIALIST DEPENDENCE	Individual Trans-disciplinary	Team Multi-disciplinary
DATA COLLECTION	Availability of back-ground information is high Quantitative / exploratory in-depth Individual respondent based Investigates the "behaviour" Not participatory respondent based	High socio-anthropological input Technology-resource based information (environmental) Descriptive / exploratory in-depth community based Investigates the reason for behaviour Participatory Case study Trans-sectoral
ANALYSIS / INTERPRETATION	Less complex Positive	More complex Normative Trans-sectoral Priority allocation Judgemental Extrapolative
	Deductive	Inductive

COMPARISON BETWEEN MARKETING AND DEVELOPMENT SITUATIONS

The use of research methodologies for development programming presents the problem, common to many social action situations, of tailoring the research to special needs and conditions while simultaneously attempting to minimize any sacrifice of intellectual rigour.

The conference identified many facets of development programming that might affect the utility of established market research techniques and, consequently, the successful integration of DMR into development processes.

Table II constitutes a comparison of marketing and development situations in respect of some essential process features.

Risk

The risk is much greater in the development situation when choosing a modality, than in the commercial venture when choosing a product.

Payment

The customer pays in a market situation, whereas in development work the client group does not. This payment of services allows part of the cost of the product to cover marketing costs and expertise.

Results

The market environment has short-term products and results. In the development field, it may take years to see results. The results could be indirect and difficult to assess. There may be long-term benefits but researchers may not be able either to follow up or to see the final benefits.

There is more clarity and problem definition in the market place than in the development situation where the situations are more ambiguous and complex. In the development situation, a much larger number of factors come into play in any given problem. The amount of effort and learning required for the development situation is much higher than that required in the market environment. For example, development implies not merely a change of products but, often, major shifts in habits and lifestyle. In the market situation, the change for clients is more superficial.

The distribution chain in the market situation has built-in benefits, unlike the development model. There is motivation in the market but, frequently, disincentives in development.

There is greater universality in the market model for adoption of any product. However, development is more location-specific, and cultural factors are more important. Five percent of the market share is considered a great success, whereas measurement of success in development situations demands a much higher percentage.

The market situation addresses a simple demand for products. The development project, however, attempts to address needs resulting from a complex array of causal factors and consequently requires a more holistic approach.

Development issues are defined by culturally-rooted systems. In development situations the need is often great, but the demand low and, whereas demand is identified in the market environment, much development work is needed to transform needs into demands. In development projects, the price to the recipient is supposedly nil but in reality is often huge as it represents major lifestyle changes in order to adopt the development service/product. The market environment offers an affordable product in which the consumer has already assessed the cost.

Distribution

There are clear and strong distribution routes under marketing and established networks with incentives. In development, distribution is often dependent on bureaucratic, government channels and delivery is poor.

Promotion

In development, promotion may be uncoordinated and less professional. It is not accounted for in program costs or as part of the product in development. Target audiences in development tend to be beyond the reach of mass media. Development requires high learning and behavioral change for adoption whereas, in marketing, minimal learning is required for consumer change.

Management

Development is steered by administrators and donors. In marketing, management is a performance system, with high profit motivation, the goal being optimization of resources, structure, people and money. There is less optimization in development work; it is largely governmental, driven by social objectives and often inefficient. The market environment has a higher level of individual accountability than development.

TABLE II

COMPARISON BETWEEN DEVELOPMENT AND MARKETING SITUATIONS

	MARKETING	DEVELOPMENT
NEED/DEMAND	Demand	Need/desire Demand low Purchasing power low
PRODUCT/BENEFIT	Tangible Short term Simple Low risk Low change Individual responsive	Intangible Long term Complex High risk High change System responsive
PRICE	Affordable price Personal	Cost of change in terms of effort/time (perceived to be high) Social
DISTRIBUTION DELIVERY SYSTEM	Profit driven	Bureaucracy / organization driven
PROMOTION	Access is high Low learning required Superficial change (brand shift)	Target groups' access to mass media is low High learning required Major/deeper change
MANAGEMENT	Resolution is simple Profit driven High accountability	Conflict resolution is difficult/complex target/plan/social objective driven or not driven at all Low accountability
SHARE	Low % of market share	100% of target group

THE APPLICATION OF DEVELOPMENT MARKET RESEARCH

Factors influencing the integration of DMR into the development process were reviewed by the participants. Ease of gaining an understanding of the needs and attitudes of the clients at all phases of developmental programming was identified as a vital factor in the utility of DMR.

Several types of projects in which the potential use of DMR is realistic, particularly to establish base finance and resource priorities, were highlighted. These areas are summarized in Table III.

TABLE III

EMPLOYMENT	HOUSING	HEALTH
1. Professional	1. Land	1. Immunization
2. Self-employment	2. Finance	2. Prenatal projects

ENVIRONMENT	FOOD	EDUCATION
1. Highways	1. Land	1. Preschool
2. Pollution	2. Finance	2. Curriculum
3. Energy	3. Agriculture	3. Teachers training

The workshop affirmed that there were always limiting parameters that circumscribed the options for any development project. These limiting parameters, such as the nature of the organization, resources (both human and natural), perceived needs of the target population and the size of the targetted geographical area, would likely affect the potential effectiveness of DMR. Nevertheless, delegates concluded that, even with these limitations and those suggested by the above comparative analysis, DMR could be an important component of all three phases of developmental program design:

- conception and initiation
- implementation
- evaluation

DMR could increase the likelihood of success of individual projects and be useful in:

1. identification of peoples' needs, perceptions, beliefs, attitudes and potential, especially in client-led development;

2. definition and assessment of potential target groups; identification of factors affecting demands for products and services;

3. development and production of efficacious products and services;

4. accurate evaluation of effectiveness, efficiency and impact of established programs.

Although the workshop was able to construct this first approximation of the required conceptual framework consistent with its definition of DMR, there was a general consensus that there would always be variations in the utility of DMR across the vast array of developmental programs. The delegates felt that the framework emphasized the need to select the appropriate combination of methodological tools.

THE INTERRELATIONSHIP BETWEEN MARKET RESEARCH AND DEVELOPMENT AGENCIES

It was suggested that, in many cases, the DMR needs of development agencies could be served by market research agencies from the private sector. Participants addressed aspects of the problems of knowledge and utilization which could potentially result from such partnerships. Analysis focussed on two complementary inquiries:

- what client development agencies must do to make the best use of research in their activities; and

- what market research agencies must do to make their product more relevant, more valuable and more acceptable to development agencies.

In particular, barriers facing market research agencies with respect to the use of their product were discussed:

1. a poor, or limited, understanding of market research;

2. a bad image of market research and their agencies;

3. development agencies' perception that the price is too high;

4. research is not an integral part of development agency thinking in project planning; it is usually an afterthought;

5. perceived low utility of research;

6. market research perceived as a threat;

7. market research could be donor-driven and therefore not credible.

Equally challenging are the application difficulties facing development agencies in benefitting from the use of MR and agencies with MR expertise. Guidelines developed for the use of research should address the following problems within development agency planning:

1. casual and confused briefs;

2. low likelihood of projects coming to fruition;

3. inadequate funding;

4. secondary data sharing;

5. inadequate liaison within agencies;

6. no focal point for MR;

7. poor utilization of research opportunities;

8. no follow up after research; and

9. lack of trained personnel.

Strategies for Market Research and Development Agencies

To overcome the problems for both client and supplier in the purchase of market research services by development agencies, the workshop recommended the following strategies:

1. For Market Research Agencies

- to sensitize their researchers to development agency activities;

- to present relevant capabilities and skills in a convincing fashion and demonstrate their utility; and

- to distinguish themselves from advertising agencies.

2. For Development Agencies

- to ensure greater exposure of development agency staff to market research approaches and their value;

- to promote systematic research and information management systems;

- to allocate funds for external and internal research; and

- to integrate DMR at all stages of program development and delivery but particularly at the project conceptualization stage.

3. For Market Research and Development Agencies

- to work towards long-term relationships;

- to maintain professional contact at senior levels; and

- to organise exposure, sensitivity and training activities.

These strategies were not considered to comprise an exhaustive list. Rather, the workshop considered these strategies to be feasible, and, if implemented, likely to improve the relationships between development agencies and market research agencies.

THE ROLE OF CULTURAL VARIABLES

The participants addressed several aspects of factoring cultural variables into all DMR methodologies used in the design of development projects. Despite the considerable challenges posed for market research agencies, and for in-house development agency research, there was consensus regarding the necessity of accounting for such variables in DMR design.

As a preliminary step in ensuring that DMR methods are socially and culturally sensitive, the participants identified the following key cultural factors:

1. Unit of decision-making process

    Collective decision-making process
    Influencers
    Decision-makers
    Actors

2. Social organization or structure

    Egalitarian
    Patron client
    Kinship
    Family organization
    Pressure groups/actions
    Change agents
    Gender relationships
    Ethnicity/language
    Residence patterns
    Marriage arrangements

3. Value systems

    Status; prestige; notions
    Expenditure; savings; achievement
    Role models
    Religion and rituals
    Aspirations

4. Economic indicators

   Land ownership/tenure
   Poverty/affluence
   Employment
   Migration patterns
   Housing patterns
   Consumption pattern
   Standard of living
   Indebtedness
   Debtor/credit relationship

5. Power relationships

   Access to power/power
   Structure/gatekeeper
   Conflicting interests and resolution of conflicts
   Role of traditional practices

6. Resources

   Energy
   Services
   Education
   Mass media
   Common property (land, water, forest, etc.)
   Urban linkages

GUIDELINES FOR APPLYING MARKET RESEARCH TO DEVELOPMENT PROGRAMMING

Research Requirements

Without limiting the future scope of DMR, the workshop emphasized the need for detailed research in the following areas:

1. compilation of DMR methodologies stressing advantages, and disadvantages;

2. development of methodologies for evaluating the use of DMR and integrating it with other information and data collected by development agencies;

3. preparation of a set of projects in which DMR is most likely to be of value;

4. analysis of the use of DMR in order to assess its success rate;

5. development of criteria for accountability in the use of DMR.

Training Requirements

The participants suggested that, in general, researchers in market research agencies should adopt the broader approaches required by development programming situations. If their services are to be relevant, market research agency personnel need to be more sensitive to the ways in which development agencies execute their functions and to the resultant research expectations and demands of their personnel.

The training requirements of the various development agency personnel were broadly defined as follows:

FUNCTION	REQUIREMENT
Planners	Orientation in DMR applications
Managers	Expertise in selecting MR agencies and using their product
Communication experts	Capabilities in identifying MR needs and communicating results
Technologists	Expertise in MR concepts
Information officers	Orientation to development MR: data storage and retrieval
Field functionaries	Data collection skills both in qualitative and quantitative methods

COMMITTEE FOR DEVELOPMENT MARKET RESEARCH

A major communications task arises to promote increase in the use of DMR. The need for effective communications applies not only to dissemination of information such as the deliberations of conferences and workshops, but also to the mobilization of resources and expertise. To address a number of issues identified by the delegates and to coordinate future DMR in development programming, the workshop established a committee to be known as the COMMITTEE FOR DEVELOPMENT MARKET RESEARCH. The terms of reference for the Committee will include responsibility for:

- advocacy
- marketing
- networking
- resource mobilisation
- training
- communications

The membership of the Committee was agreed by the delegates. It will need to have a Central Secretariat organized by one of the Committee members (possibly T.S.Epstein).

A list of the workshop participants is provided in Appendix I. Before conclusion of the workshop, the delegates expressed their appreciation not only for the way in which the deliberations had been conducted but also for the arrangements made to ensure that there will be follow-up action. In other words, they found this was a workshop with a difference.

APPENDIX 1

WORKSHOP PARTICIPANTS

Mira B. Aghi
Regional Program Officer
Communications Division
I D R C
11 Jor Bagh
New Delhi - 11003

A.W.C.K. Ariyavansa
Director Marketing
Marketing Division
Industrial Development Board
615 Galle Road
Katubedda
Moratuwa

Anton Balasuriya
Managing Director
Sri Lanka Business Development Centre
4-1/22 Sir Malan Makar Mawata
Galle Face Court 2
Colombo - 3

B.S. Bhatia
Deputy Director
Development & Education Communication Unit
SAC PO
Ahmedabad 380053

Gerson Da Cunha
K-64 Haus Khas
New Delhi - 110016

T. Scarlett Epstein
Hethersett
North Bank
Hassocks, BN6 8JG
England

Ashwini Ghorpade
Research Programme Co-ordinator
The Bharatiya Agro-Industries Foundation
Kamdhenu
Senapati Bapat Marg
Pune 411016

Pankaj S. Jain
Professor
Indian Institute of Rural Management
P.O. Box 60, Anand 38801
Gujarat

Arvind Karandikar
Project Executive
BAIF Development Research Foundation
813/151 Pradeep Chambers
Bhandarkar Road
Pune 411 004
Maharashtra

Meena Kaushik
Director Qualitative Research
Marketing & Research Group
Bunglow 3
Hal Stage IIA
100 Feet Road
Indira Nagar
Banglore - 560938

B. Narayanaswamy
Contact Advertising (India)
C-4/516, C-Block Market
Pachimi Marg
Vasant Vihar
New Delhi - 110057

M.N. Panani
Centre for the Study of Social Systems
School of Social Sciences
Jawaharlal Nehru University
New Delhi

Vijay G. Pande
Regional Director
I D R C
11 Jor Bagh
New Delhi - 110003

P. Pushpamma
Senior Program Officer (Nutrition Unit)
I D R C
Tanglin P.O. Box 101
Singapore 9124

Raghu Roy
Search India
Wadia Building
2nd Floor
17/19 Dalal's Street
Bombay - 400001

Shankar Man Shreshtha
Director
Agricultural Development Bank (Head Office)
Ram Shah Path
Kathmandu
Nepal

Suriya Smutkupt
Lecturer
Department of Sociology & Anthropology
Faculty of Humanities & Social Sciences
Khon Kaen University
Thailand

Edward J. Weber
Associate Director (Post-Production Systems)
I D R C
250 Albert Street
P.O. Box 8500
Ottawa, Ontario
Canada

Peter Weldon
Managing Director
Survey Research Group
7th Floor East Wing
Warmich House
28 Tong Chong Street
Quarry Bay
Hong Kong

Richard Young
Coordinator (Nutrition Unit)
I D R C
250 Albert Street
P.O. Box 8500
Ottawa, Ontario
Canada